

# Effect of Job Satisfaction and Motivation towards Employee's Performance in XYZ Shipping Company

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## Abstract

In the digital and globalization era which are demanding for tech progress. Human resources need to work more closely and concentration. Small errors can lead to fatal errors that result in high costs for the company. The loss of motivation at work influences employee satisfaction and have a negative impact on employee performance. Research was conducted on XYZ Shipping Company located in Kuningan, South Jakarta. The number of respondents in the study was limited to only 70 people from the marketing department, customer service, logistics, documentation, cashiers, financial and port agency services. Each division selected 10 people who have worked more than one year although still a contract employee. The purpose of this study was to analyze the effects of job satisfaction and motivation on employee performance. Data processing techniques used are Microsoft Excel for Windows, Statistical Social Package for Science (SPSS) for windows ver. 20.0. The analysis used regression analysis to analyze the effect of job satisfaction and motivation on employee performance on Shipping Company XYZ. Research approach using a quantitative approach is a closed form questionnaire distributed to 70 respondents and are equipped with qualitative data to get information through interviews with the leadership of the respondents. Data collected by a questionnaire using Likert scale. The regression equation showed job satisfaction and motivation influence on employee performance. Each job satisfaction and motivation better, it will produce a good performance.  $T_{count} > t_{table}$ , then  $H_0$  is rejected, meaning that job satisfaction and motivation influence on the performance of employees at XYZ Shipping Company.  $T_{count}$  positive means if the positive influence job satisfaction and motivation increases, the performance of employees will also increase. In hitung  $F_{value} > F_{table}$  ( $51.293 > 3.134$ ) maha  $H_0$  is rejected, meaning that job satisfaction and motivation of jointly affect the performance of employees at XYZ Shipping Company. The results of study proves that there is positive and significant correlation between job satisfaction and motivation to employee performance. This means that the better job satisfaction and motivation of employees, the higher the performance of employees and the other hand, if the provision of job satisfaction and motivation is low, it will lead to decreased employee performance.

**Keywords:** job satisfaction, motivation, performance, employee

## 1. Introduction

### 1.1 Background

Quality human resource is a resource that is needed by the company. These resources have advantages in smart thinking, have brilliant idea to apply the plan in the company, have the skills and expertise in the work, has the ability to solve problems, discipline of time in completing the work and have the innovation or creativity in developing the company. (<http://www.inc.com/encyclopedia/human-resource-management.html>)

In the digital and globalization era which are demanding progress technologically. Human resources should also have skills and expertise in technology, because virtually all work activities using the power of technology. No doubt the sophistication of information technology has become a daily necessity in carrying out the work. Utilizing technology will save time, save money, save energy because the work can be done on line between branches and between different country(s) which have different time and also the information can be connected with a short time, quick and precise. The sophistication of information technology can also reduce the use of paper, the job of being practical and can be done in a mobile because it does not have to be in the office to finish the job. (<http://www.globalization101.org/uploads/File/Technology/tech.pdf>)

Problems often occur on the shipping company one of which is the employee who is less rapid and less careful in entering data on the link on line system. The main activity of the shipping industry is export and import require high concentrations because it is always connected with a country has difference time. The data on the goods must be sent on time. If you are not disciplined, resulting in delays in sending data items to the destination country which has caused cost. Another problem is that employees are less focused and less conscientious in working as a mistake in typing the dot and comma or a mistake entering a number, for example: wrong typing the numbers of heavy goods, quantity of goods, number digits containers, number digits Bill of Lading, date figures arriving ship, vessel voyage number, or a typo country of destination and port of call. The small error is fatal because of the mismatch of goods and data sent will presumably have occurred manipulation

of data and is considered smuggling. Mistake made by the employee(s) is suspected because of dissatisfaction in work and loss of motivation so that the work performed less than the maximum that will be detrimental to the performance of the employee(s).

Number of employees at the shipping company XYZ is increasing from year to year because of the new projects which got by the company so requires some new employees to be placed in the position of the new project division. These companies hire employees with less than 25 years of age for most administrative positions and prefers employees with expertise ranging in age from 25 to 35 years because they can contribute their skill to the company and can bring the new dynamics of work experience from previous companies. For employee(s) aged between 36-46 years is an age which has sufficient work experience to be placed in strategic positions in the company because it is expected to provide advice on management and also can be trusted to make decisions for the betterment of the company. While employees aged 46 years and over is not too increased significantly and are mostly long-term employees who spend retirement working in this company.

Tabel 1 The Number of employee on the shipping company XYZ

Age of Employee	Number of employee (Person)					
	2010	2011	2012	2013	2014	2015
< 25	30	40	37	40	43	45
25 - 35	40	51	64	67	69	78
36 - 46	19	25	27	28	30	30
> 46	11	11	15	15	15	17
TOTAL	100	122	143	150	157	170

Source: Data of employee on shipping company XYZ in 2015

### 1.2 Formulation of the problem

Formulation of the problem based on the above is:

1. How does job satisfaction influence on employee performance ?
2. How influential work motivation on employee performance ?
3. How satisfaction and work motivation simultaneously affect the performance of the employee ?

### 1.3 Research purposes

The purpose of this study is as follows:

1. To analyze the effect of job satisfaction on employee performance
2. Analyzing the effect of work motivation on employee performance
3. Analyze the influence of satisfaction and work motivation on employee performance simultaneously.

### 1.4 Benefits of research

This research is expected to be obtained the following benefits:

1. For the writer can gain knowledge and insight into the human resources that affect the performance of employees in the company.
2. For companies can contribute ideas so that the employee's performance can be improved and company organizational goals can be achieved.
3. For further research, it can be used as reference material to conduct further studies of human resources with the same topic.

### 1.5 The scope of research

This research was conducted on a shipping company XYZ is located in Kuningan, South Jakarta, which operates in the field of export and import services. This study is intended for all employees in both employee status contract that already has a working period a year until the permanent status of employees in order to find out how satisfied and motivated in their work to improve employee performance.

But the scope of this discussion is limited to the management of Human Resources concerning job satisfaction, motivation and performance of employee(s) at the shipping company XYZ. The scope of this discussion by the author for the purpose of this study can be focused, effective and in accordance with the needs of research.

### 1.6 Research framework

Based on the figure 1 about the conceptual framework that the study was conducted on a shipping company XYZ using Herzberg's theory of job satisfaction and use the ERG theory by Clayton to measure motivation. The scope is limited only by job satisfaction and motivation to find a gap on the performance of employees and the results of this study can be applied to the managerial implications of the company.

The indicators of job satisfaction as a variable X1 comes from Herzberg motivation factor is the

causative factor is the satisfaction of achievement, recognition, responsibility and the opportunity to advance. Factors causing dissatisfaction are wages, working conditions, job security, status, company procedures, quality supervisor, the quality of interpersonal relationships among coworkers superiors and subordinates. Indicators of motivation as the X2 is the theory of Clayton, namely E (Existence), namely eating, drinking, clothing, salaries, breathe and work safety. Then R (Relatedness) which is a satisfaction in interpersonal interaction in the work environment and G (Growth) the need to develop the abilities and skills of employees.

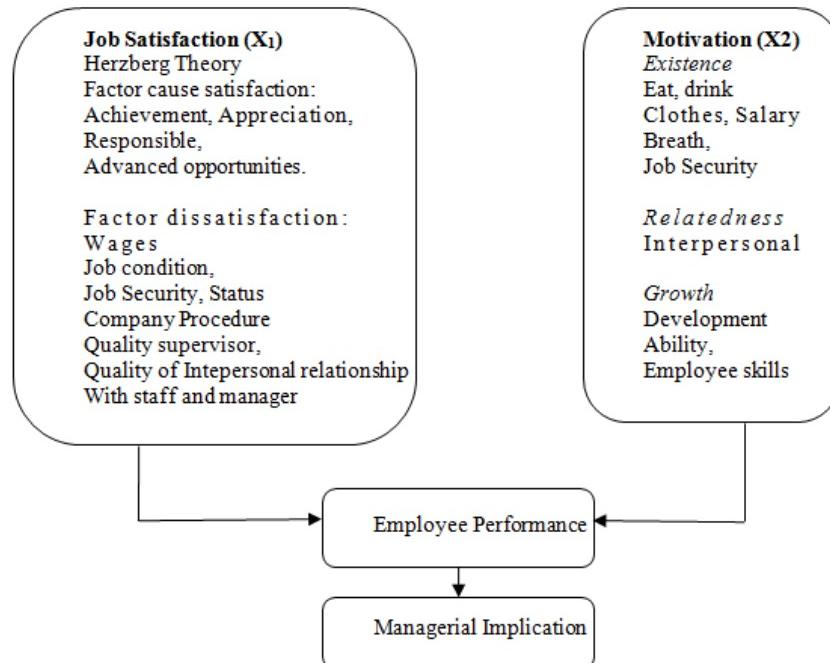


Figure 1 Research Framework

## 2. Research Methods

### 2.1 Types and Sources of Data

As for the data used in this study are:

1. Primary data is data obtained by a researcher directly from the object by requesting information from questionnaire respondents in the form of statements and results of a questionnaire covering leaflets job satisfaction, motivation and performance. Interviews with leaders of the assessment of the management of the current study.
2. Secondary data is data obtained by a researcher indirectly from the object. Secondary data in this study includes the results of the evaluation of employees each year, employee data and the type of work the employee.

### 2.2 Data collection technique

To get the data of individual opinion data collection techniques used are primary data in the form of questionnaires to employees permanent status and the status of contract employees who have more than one year of tenure. The number of respondents in the study was limited to only 70 people from the marketing department, customer service, logistics, documentation, cashiers, financial and port agency services. Each division selected 10 people who have worked more than one year although still a contract employee. Respondents were selected with purposive sampling method for representing each division works and related technologies on the shipping company XYZ.

### 2.3 Validity and Reliability

Test the validity of the instruments used to measure whether or not a legitimate or valid questionnaires. A questionnaire considered valid if the statements in the questionnaire were able to reveal something that will be measured by the questionnaire. Validity test is done using a correlation coefficient between scores grains instruments with a total score (r-hit) by Pearson Product Moment Correlation technique. To test the reliability of the instrument used Cronbach alpha reliability coefficient of the calculation using the procedure reliability in a package SPSS for Windows ver. 22.0.

## 2.4 Analysis Descriptive Statistics

Data analysis is the process of simplification of data into a form that is easier to read and easy to interpret. By using descriptive method, is expected to obtain more accurate results about the response to the respondent, so the data in the form of these numbers can be processed using statistical methods. Analysis of the average score is used to analyze the average of respondents' attitudes about the dimensions of the variables job satisfaction, motivation and performance.

## 2.5 Results Method Successive Interval (MSI)

Method Successive Interval (MSI) is done in parametric statistical analysis to have prasarat measurement scale is the scale interval. While the data obtained in this study are ordinal data through calculation of the Likert scale questionnaire, then to transform data into an interval scale ordinal scale used Method Successive Interval (MSI).

## 2.6 Multiple Linear Regression Analysis

Multiple linear regression analysis model is a linear relationship between two or more independent variables ( $X_1, X_2 \dots X_n$ ) with the dependent variable (Y). Meanwhile, according to Santoso (2000) multiple analysis is an analysis that measures the influence of independent variables on the dependent variable. Measurement of the influence of variables involving more than one independent variable ( $X_1, X_2, X_3 \dots X_n$ ) is called regression, is said to be linear because any estimate of the value of the expected increase or decrease in a straight line.

## 2.7 Partial Test (Test T)

T tests were used to test the partial regression coefficients of the independent variables . For the tests in this study used SPSS 22.0. To determine the value of t - statistic table , is determined by the significant level of 5 % with degrees of freedom  $df = ( n - k - 1 )$ , where n is the number of observations and k is the number of variables. Statistical formulation used:

$H_0 : \beta_1 = \beta_2 = 0$  means the  $X_1, X_2$  and  $X_3$  are partially not singnifikan to Y.

$H_1 : \beta_1 \neq \beta_2 = 0$  means the  $X_1, X_2$  and  $X_3$  is partially significant effect to Y.

## 2.8 Simultaneous Test (Test F)

F-test was used to test the influence of all independent variables together or simultaneously to the dependent variable . For the tests in this study used SPSS 20.0 . To determine the value of F table, the significance level used in a 5% formulation of statistical hypothesis :

$H_0 : \beta_1 = \beta_2 = 0$  means the  $X_1, X_2$  and  $X_3$  simultaneously ( together ) do not singnifikan effect on Y.

$H_1 : \beta_1 \neq \beta_2 = 0$  means the  $X_1, X_2$  and  $X_3$  simultaneously ( together ) effect significantly to Y.

## 2.9 Analysis The coefficient of determination (R<sup>2</sup>)

In this study using multiple linear regression, then each of the independent variables, job satisfaction and motivation partially or simultaneously affect the dependent variable, namely the employee's performance (Y) expressed in R<sup>2</sup> to declare the coefficient of determination or how much influence job satisfaction and motivation simultaneously or together on employee performance (Y), while R<sup>2</sup> to declare partial determination coefficient of independent variable on the dependent variable.

## 3. Discussion

### 3.1 Results Validity and Reliability

Respondents in this study are permanent employees and contract workers with terms of one year at the shipping company xyz. The number of respondents was 70 people from the marketing department , customer service, logistics, documentation, cashiers, financial and port agency services. Descriptive data taken from questionnaire respondents .

The questionnaire is divided into two groups: statements regarding the description of data in the form of employee characteristics as age, gender, level of education and years of service to determine the demographic conditions and analyze the respondents in order to facilitate the study. The next statement is a group of research data in the form of a questionnaire consisting of 68 items statement.

### 3.2 Characteristics of Respondents

#### Characteristics of Respondents by Age

Table 2 Characteristics of respondents by age

Characteristics of Respondents Age ( years )	Frequency (people)	Percentage (%)
<25	5	7,2
25-35	30	42,8
36-46	28	40
>46	7	10
Total	70	100,0%

According to Table 2 , the respondents were 70 people that had the most respondents aged between 25-35 years and 36-46 years for the shipping company XYZ prefers employees who have experience working in similar companies so that the 25-35 and 36-45 year age dominates working for the company.

#### Characteristics of Respondents by Gender

Table 3 Characteristics of respondents by sex

Characteristics of Respondents By Gender	Frequency (people)	Percentage (%)
Male	31	44,2
Female	39	55,8
Total	70	100,0%

Researchers took a respondent in the office daily work related to information technology and most respondents were women because women are considered more thoroughly, more organized, more disciplined and more neat work.

#### Characteristics of Respondents by Education Level

Table 4 Characteristics of respondents by level of education

Characteristics of Respondents Education Level	Frequency (people)	Percentage (%)
D3	28	40
S1	40	57,2
S2	2	2,8
Total	70	100,0%

Most respondents were employees with a degree of Bachelor or S1 of 40 people or 57.2 % then level three diploma or D3 totaling 28 people , or 40 % , and while the Post Graduate education or profession or S2 is very little for Undergraduate Graduate or Professional or S2 in the shipping company XYZ does not affect the career paths and increase the salaries of employees

#### Characteristics of Respondents Based Work Period

Table 5 Characteristics of respondents by tenure

Characteristics of Respondents Based work Period (Year)	Frequency (people)	Percentage (%)
1- 5	33	47,1
6-10	26	37,2
> 11	11	15,7
Total	70	100,0%

Most respondents in this study came from employees to work between 1-5 years old , 6-10 years later working life and fewest respondents with tenure > 10 years . This study is limited only to the respondents who have a minimum term of one year and most of the work period is the employee who had entered that replace employees who have left the company.

### 3.3 Validity Test Instruments

Test the validity of this instrument using SPSS version 22.0 . Here are the results to test the validity of each item on the questionnaire each variable in Table 6

Table 6 The Validity of Test Results

No	Variable	Name of Variable	No Indicator	Correlation coefficient	Information
1	Independence (X <sub>1</sub> )	Job Satisfaction	px1_1	,474*	Valid
			px1_2	,350**	Valid
			px1_3	,313**	Valid
			px1_4	,651**	Valid
			px1_5	,611**	Valid
			px1_6	,507**	Valid
			px1_7	,633**	Valid
			px1_8	,646**	Valid
			px1_9	,407**	Valid
			px1_10	,508**	Valid
2	Independence (X <sub>2</sub> )	Job Motivation	px1_11	,471**	Valid
			px1_12	,541**	Valid
			px1_13	,405**	Valid
			px1_14	,525**	Valid
			px1_15	,613**	Valid
			px1_16	,704**	Valid
			px1_17	,490**	Valid
			px1_18	,635**	Valid
			px1_19	,558**	Valid
			px1_20	,589**	Valid
3	Dependence (Y)	Employee Performance	px1_21	,559**	Valid
			px1_22	,491*	Valid
			px1_23	,435**	Valid
			px1_24	,507**	Valid
			px1_25	,313**	Valid
			px1_26	,440**	Valid
			px1_27	,501**	Valid
			px1_28	,731**	Valid
			px1_29	,704**	Valid
			px2_37	,558**	Valid
			px2_38	,509**	Valid
			px2_39	,407**	Valid
			px2_40	,645**	Valid
			px2_41	,427	Valid
			px2_42	,577**	Valid
			px2_43	,675**	Valid
			px2_44	,736**	Valid
			px2_45	,776**	Valid
			px2_46	,557**	Valid
			px2_47	,563**	Valid
			py_48	,555**	Valid
			py_49	,507**	Valid
			py_50	,618**	Valid
			py_51	,454**	Valid
			py_52	,505**	Valid
			py_53	,712**	Valid
			py_54	,691**	Valid
			py_55	,493**	Valid
			py_56	,703**	Valid
			py_57	,331**	Valid
			py_58	,480**	Valid
			py_59	,430**	Valid
			py_60	,450**	Valid
			py_61	,348**	Valid
			py_62	,367**	Valid
			py_63	,548**	Valid
			py_64	,559**	Valid
			py_65	,712**	Valid
			py_66	,691**	Valid
			py_67	,701**	Valid
			py_68	,408**	Valid

In this study, based on Table 6 , didapatkanlah result of all the items on the correlation coefficient of each variable is above 0.3 and the correlation coefficient indicates less than 0.05 , and items used in this study is said to be valid and fit for use against all respondents who have been determined.

### 3.4 Test Reliability Instruments

Table 7 Result of Reliability Instrument

No	Variable	Name of Variable	Coefficient Cronbach Alpha	Information
1	Independence ( $X_1$ )	Job Satisfaction	0,904	Reliable
2	Independence ( $X_2$ )	Job Motivation	0,757	Reliable
3	Dependence (Y)	Employee Performance	0,837	Reliable

Dependent Variable: Employee Performance

Table 7 describes the variables used have the Cronbach alpha correlation coefficient above 0.6 and can be interpreted all the variables in this study is reliable, the instruments used can be followed on all respondents who have been determined.

### 3.5 Successive Methods Results Internal ( MSI )

This study uses a method Successive Internal program ( MSI ) for the transformation of data into interval . Data obtained in this research is ordinal data through calculation of the Likert scale questionnaire and converted into a range by using the MSI program.

### 3.6 Multiple linear regression analysis

Table 8 Result of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients	
	B	Std. Error
(Constant)	11,821	4,522
1 Job Satisfaction	,204	,082
Job Motivation	,755	,246

a. Dependent Variable: Employee Performance

Source : detailed data contained in the annex

The regression equation is  $Y = 11.821 + 0,204X1 + 0,755X2$

1. Constant amounted to 11.821 pales job satisfaction and motivation of its value is 0 , then the amount of the employee's performance in value by 11.821

2. Job satisfaction variable regression coefficient ( X1 ) of 0.204 means that any increase job satisfaction by 1 unit will improve the performance of employees amounted to 0.204 units , assuming other independent variables is fixed.

3. The regression coefficient variable work motivation ( X2 ) of 0.755 means that any increase employee motivation by 1 unit will improve the performance of employees of 0.755 units , assuming other independent variables is fixed.

So from the results of the regression equation above is the job satisfaction and motivation influence on employee performance. Each job satisfaction and motivation better, it will produce a good performance .

### 3.7 The t test (partial test)

Table 8 The results of the t test ( partial test)

Model	t	Sig.	Decision
(Constant)	2,614	,011	
1 Job Satisfaction	2,482	,016	Influence
Job Motivation	3,071	,003	Influence

Determine ttabel using  $\alpha = 0.05$

Table t can be found in appendix  $\alpha = 0.05 : 2 = 0.025$  (test 2 sides ) with degrees of freedom ( df ) nk - 1 or  $70-2-1 = 67$ . With the test results obtained for the two sides t table = 1.996 / -1.996

Tcount  $>$  t table (  $2.482 > 1.996$  ) , then Ho is rejected , meaning that job satisfaction is partially affect the performance of employees at XYZ Shipping Company . Tcount positive means if the positive effect of job satisfaction increases, the performance of employees will also increase.

### 3.7 Managerial implications

This research obtain research results that indicate the variables job satisfaction and motivation simultaneously affect the performance of employees at the shipping company XYZ, as well as partial job satisfaction and motivation influence on the performance of employees, which means if the management or leadership can improve employee motivation and employee satisfaction then the employee's performance will increase. Based on this research Shipping Company XYZ mean management must consider factors that encourage employees to

work well, one of which is the management should give a clear limitation of work to employees and pay attention to the constraints and needs of employees in the work. By paying attention to these factors, the employee work will focus on the work he was doing and have high morale.

This study used a questionnaire as data collection tools and to determine the effect of partially between variables using the t test on multiple linear regression. Judging from the results of the t test factors of job satisfaction and motivation showed a positive and significant influence on employee performance.

#### **4. Conclusions and Suggestions**

##### **4.1 Conclusions**

According to the results of the analysis of job satisfaction and motivation of employees at Shipping Company XYZ is generally included in the range criteria. Performance of employees generally included in the range of both criteria, but the implementation is not running optimally.

Job satisfaction is partially significant effect on the performance of employees at XYZ Shipping Company. Partially work motivation and significant positive effect on employee performance. Job satisfaction and motivation of jointly affect the performance of employees.

Leadership Shipping Company XYZ as decision-makers must have the ability to improve the performance of employee's including by increasing job satisfaction and employee's motivation by taking into account the increase in the income of employees, the pension security, equitable provision of duty, attention to career path, leadership can provide the working atmosphere good, hearing problems led more employees and is able to provide direction, guidance, instructions and evaluations to employees, the need for improvement in providing fair incentives in

##### **4.2 Suggestion**

Suggestions from this study are the results showed that job satisfaction has positive influence on employee performance. This indicates the need for efforts made by the leadership to pay attention to employee satisfaction in performing works by providing challenging work to employees and adjust the awards are worth, a conducive working environment to provide satisfaction to employees, co-workers in the company are mutually supportive , employment and individual personality goes well and the job satisfaction of employees during work is guaranteed.

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